Department of Justice

Strategic Plan

2002 - 2005

Government of Newfoundland and Labrador

103-04087/

Message from the Minister

Hon. Kelvin L. Parsons, Q.C.

I am extremely pleased to present the Department's Strategic Plan for 2002 - 2005. I am proud of the goals we have established and the process that has helped us to arrive at these directions. As never before, we have been able to build on the knowledge and experience of staff, community partners and other stakeholders through a provincial consultation process. As a department, I believe we have gained tremendously through our work together.

Strategic Plan 2002-2005 presents a challenging but achievable agenda for the Department of Justice. We realize some of the work is about getting the job done and serving the public as effectively and efficiently as we can. But part of the challenge is also about creating a new environment for doing the work. We must show that we value our people, we must embrace innovation and creativity, we must help people to better understand Justice services and issues and we must work together to coordinate our efforts for improved services. Without question, we are committed to a truly superior level of service to the public.

While we have charted our course for the next three years in this planning document, valuable work has already begun to advance our plan. I believe we must seize opportunities for progress as they arise. Over the next three years, you will see a commitment to this framework in action. I truly wish to thank everyone who has supported and contributed to this process and I look forward to even greater involvement and cooperation in the future.

Message from the Deputy Minister

John R. Cummings, Q.C.

With the release of the Justice Strategic Plan 2002-2005, we have committed to some very positive developments in this field. We are demonstrating that we are prepared to achieve and that we are prepared to be accountable for that success. As a large department with such significant responsibilities in our society, this accountability cannot be overstated.

The dialogue and consultation that has so strongly informed this strategic plan will become a more established way of conducting our business in the future. While this collaborative approach is the direction set by the Strategic Social Plan, our experience is confirming that this is the best approach. We hope to be able to build on the energy and ideas that have been a part of our planning process to date.

This strategic plan represents an overall approach and direction for the Department of Justice. But we have also remained cognizant of existing planning processes in individual divisions and in agencies within our system. The departmental strategic plan will be implemented in a manner that is inclusive and respectful of existing planning work. Collectively, we will be able to make more progress if we work in a spirit of cooperation versus competition.

Strategic Plan 2002-2005 represents significant work to date. However the challenge now is to implement this plan in a way that will facilitate meaningful change and progress for the Department of Justice. We have untapped potential and unexplored possibilities so we cannot afford to be complacent. My invitation to you is to become involved. It will make a difference.

Acknowledgments

It is with heartfelt thanks that I wish to acknowledge the contributions of all who participated in this strategic planning process to date. Many employees have contributed to the consultations despite very demanding workloads. I am equally grateful to our community partners who have again displayed dedication and commitment to the Justice agenda. Your input has helped tremendously and has meaning and value far beyond this planning process.

I wish to thank Jane Helleur of Jane Helleur & Associates who facilitated the Executive/Senior Management Strategic Planning Retreat. Jane's enthusiasm and skill contributed quite positively to this process.

I am very grateful to the members of the Planning Team who have brought their vision and energy to this process. Team members have assumed this additional responsibility while continuing with their regular duties. I am grateful for the involvement of Dianne Smith, Director of the Civil Division; John Scoville, Superintendent of Prisons, Corrections and Community Services; Inspector Craig Kenny, Royal Newfoundland Constabulary; Patricia Power, Manager, Human Resources Division; Louise Daley (observer), Provincial Court; Nicole Chislett, Analyst, Policy and Strategic Planning Division.

Finally, I wish to extend my thanks to Christine Murphy. Christine has patiently and tirelessly prepared numerous drafts of this document and has provided the administrative support that is vital to engaging so many people in such a broad process.

This entire initiative has been so much more rewarding because of your collective and individual contributions. Thank you.

Jacqueline Lake Kavanagh
Director of Policy & Strategic Planning

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The Department of Justice

Our Vision

A justice system that is accessible and understood, and which plays a key role in creating a fair, equitable and safe society where all people can pursue their lawful rights and freedoms

Our Mission

To provide superior public services in the effective and impartial administration of justice through co-ordination and collaboration

I. *The Strategic Planning Process*

The Department of Justice launched its strategic planning process in July 2001 with the commitment to develop a blueprint or framework for action for the Department for 2002-2005. A significant driving force for the planning process has been a genuine desire to capture the knowledge, experience and wisdom that exists at all levels within the Department of Justice as well as with external stakeholders. As a result, the Department of Justice embarked on a series of provincial consultations. A total of 21 consultations were facilitated by members of the Strategic Planning Team and involved approximately 125 participants. Participants included employees of the Department of Justice, other government departments as well as representatives of community organizations with an established commitment to Justice-related issues. Appendix I references the areas represented in the consultations. Individuals are not identified at the request of some participants. Consultations occurred in St. John's, Whitbourne, Carbonear, Clarenville, Gander, Grand Falls-Windsor, Corner Brook, Happy Valley-Goose Bay, Labrador City, Sheshatshiu, and Nain. Senior managers and Executive of the Department had the benefit of the findings from these consultations, as well as observations regarding significant trends and issues facing the provincial justice system when they met for their strategic planning retreat. This entire process has informed the development of Strategic Plan 2002-2005.

A second important planning imperative has been to honour the separate planning processes initiated or completed in some of the divisions and agencies of Justice. Strategic Plan 2002-2005 provides appropriate high-level directions across the Department, and also supports the important planning work that has already been completed by specific areas within the justice system.

The planning process has consistently referenced the Strategic Social Plan as the central planning perspective of the Government of Newfoundland and Labrador. There has been strong (and unsolicited) support for this approach throughout the planning process. Therefore, establishing the linkage between the Department of Justice Strategic Plan and the Strategic Social Plan has not been difficult. However this Strategic Plan for the Department of Justice only represents the 2002-2005 time-frame. In many ways, this planning process lays a solid foundation for future planning. We are very conscious of the fact that our work is only just beginning.

II. *Our Business*

In fulfilling its mandate, the Department of Justice operates in various capacities which include:

a. a central agency of government
b. a provider of significant and diverse public services
c. an administrator of major societal institutions.

Responsibilities and activities within the Department are divided among several main lines of business. Part of the challenge in the strategic planning process for the Department of Justice has been to recognize and incorporate the varied lines of business in an overall plan.

The following lines of business sometimes operate in relative independence from one another and often serve distinct constituencies:

- **Legislative Counsel** is responsible for review and drafting of legislation and statutes and for conducting reviews of government regulations as required

- **Policing Services** is responsible for fostering and maintaining peaceful and safe communities through a variety of policing responses

- **Court Services** is responsible for providing infrastructure and administrative support to the Supreme and Provincial Courts and for delivering other services to the public such as those available through the Sheriff's Office

- **Corrections and Community Services** is responsible for the safe and secure custody of young and adult offenders; for providing adult community corrections (probation); and for providing services to victims of crime

- **Criminal Law** is responsible for prosecuting all Criminal Code and provincial statute matters in the province

- **Civil Law** is responsible for providing legal services to Government and its agencies

The Department of Justice is also responsible for other agencies that serve to protect people's rights including the Legal Aid Commission, the Human Rights Commission, the Public Complaints Commission and the Office of the Chief Medical Examiner.

III. *Environment*

a. *Restraint and Resources*

For some time, the Government of Newfoundland and Labrador has experienced significant pressure to offer and manage programs within a very limited resource base. For the Department of Justice, the resource issues are critical. Within the current environment, the Department faces a very real challenge in meeting current service demands within the existing budgetary allocations. This challenge has roots in the unpredictable nature of some of the mandated services and their associated cost implications. Some of the unpredictable costs include high profile investigations, trial costs, implementing federal legislation, external legal counsel, court settlements, and staffing for security and public protection mandates. These uncontrollable costs compound the existing problem of inadequate financial resources. Without contingency funds to absorb these unpredictable costs, the Department can unexpectedly find itself in financial difficulty requiring programs and services to be frozen or cut early in the fiscal year. These practices create frustration, seriously undermine morale and services, limit partnership arrangements and threaten the planning process at every level in the Department.

Within this context, the challenges of engaging in a forward-thinking strategic planning process are significant. Additional resources will be required to realize the full potential of this Strategic Plan and to make the necessary changes. However the Department maintains full responsibility and commitment for providing the best possible service with the available resources.

b. *Public Demand for Timely and Quality Services*

There is growing pressure from a well-informed public to deliver timely and quality services in this province. Demands for assistance are escalating in many service areas as evidenced in the more than 100% increase in activated referrals to Victim Services provincially in 2000-2001 over 1999-2000 (from 1,840 to 3,745). This example is neither isolated nor unique in the Department of Justice. However it provides a concrete example of the growing public demand for service, and the associated challenge for the Department and for individual staff in providing quality responses without benefit of an enhanced resource base. There is potential and interest for community partners to assume a more active role in some areas, however, lack of funding to support such initiatives continues to be a barrier for the Department.

There are several pressure points in the delivery of justice services. Investigative, prosecutorial, victim, defense, correctional, and civil responses must reflect changing legislation and procedural requirements as well as public demand. Collectively these factors place considerable pressure on the justice system as a whole. Developments in forensics, security and communication technologies have increased the complexity and expense of a broad range of justice services. With the increasing complexity of issues, the necessary time

commitments for investigations and prosecutions have multiplied exponentially. Courtrooms are being committed for extended periods of time for single matters. The demand for timely and quality services in a more complex environment translates into direct costs for the Department of Justice and increased expectations on individual staff.

c. *Demographics and Trends*

The Department of Justice must operate within a rapidly changing provincial and national environment. In turn, some of these changes respond to developments in the international context.

We live in a province with a declining population which is largely fuelled by out-migration and a low birth rate. Almost half of those leaving the province have a university degree and 90% are under thirty-five years old. The out-migration trend is not expected to shift significantly in the near future. Our population and our workplace is also aging. One of the implications of having an aging population is the heightened concern by older persons about crime. From an employer perspective, "baby boomers" will not continue to provide an abundant labour supply. The shifting labour force, combined with an increasingly competitive labour force will create significant human resource challenges for the Department of Justice. However, these challenges will not be unique to Justice. Other departments, other Canadian jurisdictions, the federal government and the private sector will experience these pressures as well. In turn, this will heighten the competitiveness among employers.

It is useful to note that aboriginal communities are generally defying the provincial aging trend. There are larger proportions of younger people living in these communities. This underlines the importance of considering the diversity and complexity of communities in all policy and program development.

The Province is experiencing a period of economic growth. In fact, Newfoundland and Labrador is distinguishing itself in this regard among the other Canadian jurisdictions. While industrial development and urbanization, for example, present specific and general economic opportunities there will also be associated social issues, related crime and a need for appropriate justice responses.

While Newfoundland and Labrador has the overall lowest crime rate in the country, however it increased slightly in 2000. The violent crime rate increased marginally and the property crime rate decreased. It is important to recognize that under reporting of crime to the police is a problem. Nationally, only 37% of crime is reported to the police and in this Province, only 30% of crime is reported. Many factors contribute to this. Our consultations pointed to a lack of public understanding and information, public apathy, fear of the system and of the accused, and a variety of accessibility concerns as contributing to under reporting. These factors clearly present a challenge.

There are several legislative and policy trends that will impact justice stakeholders in this Province. From a corrections perspective, there is a federal legislative shift towards more community intervention services for offenders where appropriate. There is also a trend towards alternative dispute resolution and/or restorative justice processes. Future implementation of the *Youth Criminal Justice Act* presents issues for the Department of Justice and its agencies. Community policing is becoming more entrenched in policing services. Crime victims are receiving increased attention and inclusion as a result of federal legislative and policy developments emanating from Justice Canada's Policy Centre for Victims of Crime. These changes have caught the public's attention and have raised expectations for responsiveness and accountability. This is clearly evidenced in the growing presence and demands of advocacy groups.

As a department of the Government of Newfoundland and Labrador, Justice operates within an environment where there are expectations for accountability, openness and transparency. There is considerable attention, within this overall context, on strengthening community partnerships and capacity, citizen involvement, interdepartmental coordination, regional development and shifting to more proactive and preventative approaches to public policy and service. These expectations and commitments of government are clear.

IV. *Stakeholder Consultations:*

The stakeholder consultations were vital in assessing the strengths, challenges and opportunities of the Department. They provided a wealth of information from a diverse range of individuals and groups. Several themes and issues consistently emerged throughout the Province during these consultations. The following themes reflect the discussions:

a. Human Resources

The Department of Justice is fortunate to have dedicated and professional staff with significant areas of expertise. The areas of expertise include but extend beyond the legal profession. Indeed, human resources is seen as the greatest strength and potential of the Department. External stakeholders generally indicated a high level of credibility for individual employees in communities. Employees were frequently described as professional, dedicated and knowledgeable.

There is a very clear interest in greater employee involvement in policy and planning processes both at the Divisional and Departmental levels. Considering the experience and extensive networks available to the Department through its staff at all levels in all regions, this is an exceptional resource that is readily available. Employees indicated a growing support and interest in change and innovation, but will require training and support for this shift. Although there is interest in promotion and new assignments, there is insufficient access. There is a significant number of senior management personnel with retirement options in the near future. The issues of recruitment, retention and succession planning are therefore vital to the health and stability of the organization. To be an employer of choice in an increasingly competitive arena, the issues of compensation, employee recognition, and training must be considered.

Training, in particular, has been noted as a very important issue both by internal and external stakeholders. With shrinking resources and an increasingly complex environment, the ongoing training of new and existing staff is crucial. There is considerable frustration with the lack of support for training resources and opportunities. Leadership and management training will be needed to support the future leaders and to strengthen the capacity of those who accept promotional opportunities that arise. Given the nature of the Justice environment, there is a requirement for both technical and sensitivity training. Cross-sectoral sensitivity training in the area of violence is a strong expectation, particularly among external stakeholders. However this also fits with the commitments made with and through the Justice partnership in the Violence Prevention Initiative.

There was a strong sentiment expressed among some staff that they do not feel valued as employees or as individuals. Employees commented that their work is often thankless work - both internally and externally. The prevalence of shift work compounds this stress. The strong belief that this work has intrinsic value is often the primary reward. The creation of a supportive workplace with responsive human resource practices and policies where

employees feel valued in their efforts and have a sense of belonging is vital and will enable the Department of Justice to distinguish itself and its staff.

b. *Communications and Confidence in the Justice System*

There were mixed responses to the issue of public confidence. External stakeholders generally referenced the "justice system" without distinguishing between federal and provincial justice responsibilities or between the Department and the Courts. Most participants reflected on the overall lack of public knowledge of the law, justice services and issues as contributing to lack of confidence. Among the general population, perceptions and expectations are often formed through media reports and television programs. Both internal and external stakeholders indicated a growing imperative to ensure an improved public understanding.

The issue of communications was identified consistently across all consultations. Internally, employees are expecting improved communications and opportunities for greater participation in decision-making processes. The Department was often described by staff as compartmentalized with frequent reports of staff feeling isolated in the regional offices.

External stakeholders indicated that they have excellent relationships and communications with many individual staff. The credibility at this level appears high. However there are insufficient communication opportunities with the Department on an overall and ongoing basis. As a result, communications tend to focus on crises and negative events/issues. External stakeholders indicated a clear interest and willingness for more proactive and constructive dialogue with the Department of Justice.

While confidence in individual employees and in some program areas was strong throughout the consultations, ongoing concerns about systemic issues appeared to be more prevalent. The Department must meet the challenge of making its services more accessible and sensitive to those who are marginalized by factors such as economic status, education and literacy level, culture, gender, violence and abuse, age, sexual orientation and race. More attention is required for victim concerns, particularly child victims in the justice system.

c. *Partnerships and Coordination*

The need for partnerships and coordination of resources and responses was consistently identified both internally and externally. Many issues and client groups are not unique to individual Divisions of the Department of Justice and its agencies. Mutual concerns and responsibilities exist. There is a need and a willingness for stronger coordination internally within the justice system. This can maximize the benefit of the available resources, build understanding and internal supports, create opportunities for preventative approaches and present a more integrated and effective response to the public.

There is optimism with the emergence of several co-ordinated responses. Some of these include the emergence of integrated victim and offender policy and program developments, the RNC/RCMP joint forces operations, the Justice Issues Committee of the Violence Prevention Initiative, the Joint Response Protocol for Investigating Child Abuse, the co-ordination of services between the Crown and Victim Services and the Family Law Projects in Central and Western Newfoundland.

There have been excellent experiences with community and interdepartmental partnerships in the development of policies, programs and coordinated planning initiatives. The framework of the Strategic Social Plan both directs and supports these approaches. Significant external expertise is available to the Department and there is a real willingness on the part of external stakeholders for more meaningful involvement in policies and future directions. Collaboration and cooperation will be crucial for the Department to advance particular issues and fulfill its responsibilities.

d. *Innovation and New Approaches*

Stakeholders clearly asserted that there is untapped potential for innovation in the Department of Justice. At the same time, the Department was recognized as proceeding quite cautiously in this regard. Identified opportunities that warrant attention include innovative responses to child victims, restorative justice/alternative dispute resolution processes (both civil and criminal), innovative court models and increased electronic access to certain services. Aboriginal models of conflict resolution present opportunities for more holistic and less adversarial approaches. However there must be respect for the values and cultural context which enable such approaches. These models are not necessarily and immediately transferrable to the current system.

The role of technology in supporting innovation needs to be embraced, with the recognition that human interaction is central to providing sensitive and responsive services in Newfoundland and Labrador. There is greater potential for technology within the Department because a provincial information technology infrastructure now exists. Greater access to technology among the general public also presents possibilities for innovation, communication and accessibility which have not existed historically.

e. *Aboriginal Issues*

Representatives of aboriginal communities were strong in their recommendation that their uniqueness be considered in the planning process. In fact, the same sentiment was voiced in non-aboriginal communities regarding the inclusion of aboriginal perspectives. While the inclusion of history, culture, and language issues, for example, will clearly create some further complexities in an already complex system, there is a strong sentiment that if a measure of trust and understanding can be established, then there is potential for significant aboriginal justice reform. The communication theme again emerged as critical. Before trust and understanding can be developed, there must be truly meaningful communications where there is respect and an openness to differing perspectives by all participants.

V. *Strategic Priorities*

Four strategic priorities have emerged as a result of this strategic planning process. These priorities provide focus for the Department of Justice as it pursues excellence, innovation, and adaptability in an increasingly complex and demanding environment. The government-wide expectation for a gender-inclusive analysis is acknowledged for the entire Department, but particularly since the Department is extensively involved in the areas of family conflicts and violent crimes.

Strategic Priority #1

Build a Department that is a high performance organization fostered by a supportive culture

Strategic Priority #2

Develop an informed understanding of the Department's positive role in the community

Strategic Priority #3

Construct an integrated approach to the administration of justice

Strategic Priority #4

Initiate innovative and alternative approaches to service delivery

a. *Strategic Priority #1:* *Build a Department that is a high performance organization fostered by a supportive culture*

The Department of Justice delivers services which can be critical for people in Newfoundland and Labrador. As one of the largest departments in government, there is a tremendous human resource effort on a daily basis in meeting public demand.

While the key strength of the Department is the talent, skill and dedication of its staff, this is at risk if a more supportive culture is not developed. The Department is developing a human resource plan with key issues identified in recruitment and selection, staff training and development and employee relations. It is noteworthy that many employees will be reaching pension eligibility within the next ten years making succession planning an emerging priority.

While such initiatives typically fall under the responsibility of the Human Resources Division, a more *pervasive culture of support at every level and in every Division* is required. It speaks to the need, throughout the Department, for effective staff inclusion and consideration. This will require strategies to encourage constructive, timely and cross-functional communication, employee input into decision-making, greater recognition for efforts, effective management and a more trusting and respectful work environment. Such a workplace will foster a continuous learning and improvement environment where innovation is nurtured, and where employees are able to achieve their personal and professional potential for the benefit of the people they serve.

A commitment to creating a supportive work culture will necessarily require an overall approach of staff consultation. The **meaningful inclusion of staff** will be critical for progress in these human resource issues.

Goal 1.1 *Foster a supportive and responsive work environment.*

Objectives:

1.11 Develop a participative team-based structure within the Department where employees are engaged in decision making processes.

1.12 Develop and honour respectful workplace values at all levels within the Department.

1.13 Examine work schedules to determine if more flexible arrangements can enhance services/access for the public, improve employee/employer relations and respond to employee needs and interests. Any such arrangements could be considered with the primary determination being the Department's responsibility for delivering public services. The need for co-ordinated internal planning and review would be required.

Goal 1.2 ***Become a Department that follows best practices with respect to recruitment, employee development, retention, and career and succession planning.***

Objectives:

1.21 Assess recruitment and retention needs and practices
1.22 Develop a succession planning process that respects the merit principle as well as collective agreements
1.23 Develop a continuous learning and development plan
1.24 Develop a process that recognizes superior performance and effort of employees

Goal 1.3 ***Create a meaningful, effective, and responsive communication culture that enables employees to share information to optimize success.***

Objectives:

1.31 Develop an internal communications strategy
1.32 Plan to utilize technology more effectively
1.33 Review communications processes periodically to identify specific issues that need to be resolved

b. Strategic Priority #2: *Develop an informed understanding of the Department's positive role in the community*

The Department of Justice is integral in creating a safe and secure society. The rights and freedoms of people are protected through our legal system. While not as visible as other more concrete public services, the maintenance of a civil society is a significant part of the public infrastructure. The responsibility for this infrastructure is becoming more complex because of legislative, technological and social developments. There is a more demanding public with increased expectations for accountability. A key factor in accessing any justice process is knowledge and understanding. The Department recognizes the need and value of informing citizens about the law and the role of the Department of Justice in delivering vital public services. A knowledgeable and well-informed staff is the cornerstone to a well-informed public.

Goal 2.1 Develop a proactive and co-ordinated approach to inform the public about the justice system

Objectives:

2.11 Establish a proactive public awareness and information process

2.12 Ensure the various Divisions/agencies providing public services have a mechanism to inform the public about their responsibilities and services

2.13 Enhance the Department's information tools such as the website so it can serve to inform the public about the Department and its agencies, including services, current justice issues and the role of the Department in creating a safer society

Goal 2.2 Create an environment that supports active participation of staff in informing the public

Objectives:

2.21 Ensure new and existing staff are oriented to the programs and services of the Department of Justice and associated agencies

2.22 Support staff in participating in relevant committees and projects (internal and external to Justice and government) where their expertise and knowledge can enhance public understanding of Justice issues and services

c. *Strategic Priority # 3:* *Construct an integrated approach to the administration of justice.*

The Department of Justice is organized along six distinct lines of business which have developed in relative independence of each other. There are opportunities to achieve greater co-ordination internally to better meet existing and projected needs. The needs of those requiring justice-related services have become so complex that maximizing knowledge and resources available through co-ordinated and integrated efforts will be vital. This must involve information, policy and service coordination across divisions. Interconnectedness among justice services must be strengthened. Cooperative working relationships at the regional and provincial levels must be supported. Broad involvement and commitment throughout the Department will be required to create this cohesive approach. The Department's provincial, federal and regional networks can be sources of information which can positively contribute to an internal integration strategy.

While this coordinated approach will create a more effective immediate response to the public, it will also allow for a more preventative approach in the longer term. As an extension of internal approaches, there must be coordination with other departments to strengthen integrated public support and service systems.

Goal 3.1 Create a mechanism to increase inter-divisional co-ordination specifically aimed at creating stronger links and improvements in policies and services.

Objectives:

3.11 Identify areas where integration is possible and beneficial

3.12 Identify priorities for integration initiatives

3.13 Establish multi-disciplinary and cross-sectoral approaches

3.14 Determine the potential for information integration by consulting with Information Technology and Legal Information Services

Goal 3.2 ***Establish stronger federal-provincial relationships to maximize co-ordination around federal legislative developments and to ensure knowledge of and access to federal research initiatives and resources.***

Objectives:

3.21 Ensure provincial representation on appropriate federal-provincial-territorial initiatives

3.22 Develop processes to improve access to federal information and resources

Goal 3.3 ***Establish a process to enhance inter-departmental coordination on justice-related issues.***

Objectives:

3.31 Review current and potential areas for coordination between Justice and other departments

3.32 Identify priorities for coordination

3.33 Develop an inter-departmental team approach

d. Strategic Priority # 4: *Initiate innovative and alternative approaches to service delivery*

Alternative and less adversarial approaches to traditional justice approaches have gained the international attention of governments, community organizations and aboriginal groups. While the traditional system of justice must be supported and continuously improved, there must be consideration of effective alternatives. Some alternatives are based in the criminal justice system while others address civil remedies in resolving conflict. There are numerous programs with varied names and approaches. All such approaches must have standards which protect participants' safety and rights. This is particularly crucial for vulnerable and marginalized individuals and groups. Significant work has been completed in the Province at the community level in this regard and will help to inform the approach and analysis of this strategic priority.

The success of this strategy will require consideration of **effective** alternatives to traditional justice services. However, there is also a need to support innovation on a broader level throughout the Department and to endorse it as a part of the new thinking.

Goal 4.1 Develop a policy framework on alternative dispute resolution and restorative justice processes

Objectives:

4.11 Evaluate best practices and policies from other jurisdictions

4.12 Identify current trends and issues

4.13 Incorporate gender inclusive analysis as a crucial component of the policy framework

4.14 Incorporate community consultation at an early phase in this work

Goal 4.2 Implement an alternative justice program.

Objectives:

4.21 Create a team to scan current trends and issues in alternative justice approaches and to identify the range of options available

4.22 Consult with stakeholders to assess options and to build support for a viable alternative

4.23 Implement and evaluate the chosen approach

Appendix

The following list identifies the Divisions, Organizations and the number of representatives from each that participated in the consultations during Summer 2001:

Department of Justice and Associated Agencies

Civil Division	13
Correctional Centres	9
Finance and General Operations	1
Human Rights Commission	1
Information Technology	1
Office of the Legislative Counsel	2
Probation	7
Prosecutions	7
R.C.M.P.	7
R.N.C.	11
Support Enforcement Agency	1
Unified Family Court	1
Victim Services	6
Newfoundland and Labrador Youth Centre	9

Other Departments and Agencies

Health and Community Services	4
Human Resources and Employment	2
Strategic Social Plan	1
Works, Services & Transportation	1

External Stakeholders

Avalon West School District	1
Bay St. George Status of Women Council	1
Canadian Mental Health Association	1
Central Regional Co-ordinating Committee Against Violence	3
Corner Brook Transition House	1
Corner Brook Community Policing Committee	1
Crime Prevention Committees - Bonavista, Exploits Valley	2
Discovery Women's Network	2
Gander Women's Centre	1
Independent Living Resource Centre	1
John Howard Society/Learning Resource Program	3
Labrador Friendship Centre	1
Labrador Legal Services	2
Labrador City Family Crisis Shelter	1

Libra House Shelter	1
Mokami Status of Women Council	1
Naomi Centre/Stella Burry Corporation	1
Newfoundland and Labrador Association of Social Workers	1
Northern Cross Community Church	1
Provincial Advisory Council on the Status of Women	2
Provincial Association Against Family Violence	1
Regional Co-ordinating Coalition Against Violence (Eastern Avalon)	1
Sheshatshiu Representatives	4
St. John Women's Centre	2
Stephenville Community Action Committee	1
Other	1
Written responses	7

Communities Represented

Bay Roberts
Bishop's Falls
Bonavista
Carbonear
Charlottetown
Clarenville
Corner Brook
Deer Lake
Gander
Grand Falls-Windsor
Happy Valley-Goose Bay
Harbour Grace
Labrador City
Marystown
Nain
Port Saunders
Sheshatshiu
Springdale
St. John's
Stephenville
Torbay
Wabush
Whitbourne

Note: ***At the request of some participants, individual names are not listed.***

Department of Justice